



PROGRAMA DE SOCIEDAD CIVIL DE USAID

Implementado por
Creative Associates International, Inc.



ACTION PLAN 2004

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ACTION PLAN 2004

I. Introduction

The USAID/Civil Society Program (USAID/CSP) was awarded to CREATIVE ASSOCIATES INTERNATIONAL, INC. (CAII) on August 24, 2001. Program activities started on September 10, 2001. The Program supports the achievement of USAID's Strategic Objective (SO) No. 1, "More Inclusive and Responsive Democracy." The overall expected result of the Program coincides with USAID's Intermediate Result (IR) No. 2 under SO 1: "Broader, more effective civil society participation in the policy process and oversight of public institutions."

This three-year USAID/Civil Society Program seeks to achieve substantive results by policy reform efforts and oversight of public institutions, improve technical and organizational skills of selected CSOs, and develop and consolidate links among CSOs working at the national, departmental, and local level. USAID/CSP supports four programmatic areas: Transparency/Anti-Corruption, Public Security, Ethnic Discrimination and Congressional Strengthening.

Since the projects were awarded, USAID/CSP has been supporting the CSOs with training as well as technical assistance to review their strategies and enhance the impact of their actions. Since August 2002, USAID/CSP has been holding monthly meetings with the eight coalitions to monitor the progress of the approved projects, identify potential obstacles, define technical assistance and training needs, and adjust strategies. These meetings have been key to identifying potential problems, correcting them and being informed on project progress. Also, USAID/CSP has been attending CSO activities as a complement to the monitoring process.

USAID/CSP has provided additional TA&T as considered necessary to strengthen the capacity of CSOs in achieving results. Training was focused mainly on working with the media, developing mobilization campaigns and civic education training. In addition, training was provided in the four programmatic areas when considered appropriate, as well as sponsoring attendance to international conferences and similar experiences in other countries.

CSP/USAID is satisfied with the results achieved by the coalitions in 2002-2003. In spite of this, CSP is aware that achieving 2003-2004 results is a challenge and will require close attention from CSP's programmatic officers. This Action Plan describes CAII's implementation approach for USAID/CSP in 2004.

II. Overall Objective of USAID/CSP

As stated earlier, USAID/CSP responds to USAID's Intermediate Result (IR) No. 2 under Strategic Objective 1: **"Broader, more effective civil society participation in the policy process and oversight of public institutions."** Under this IR, USAID/CSP pursues three Intermediate Sub-Results:

- ISR 1.2.1: Substantive results achieved by policy reform efforts and oversight of public institutions
- ISR 1.2.2: Select CSOs' organizational and technical skills improved
- ISR 1.2.3: Links among CSOs working at the national, departmental, and local levels developed and consolidated.

A. ISR 1.2.1 Substantive results achieved by policy reform efforts and oversight of public institutions

USAID/CSP provides ongoing support to CSOs to assist them in meeting their results. The 2004 POAs for seven coalitions have been included as an annex to this action plan as reference to the reader. A POA for UTZIL, the eighth coalition, was not included because this project was closed in 2003 due to the lack of compliance on achieving project results.

USAID/CSP's LLRs are presented below by project name and programmatic area. The main activities that the coalitions will be implementing in 2004 to achieve the expected results are stated below under each LLR.

1. Combating Ethnic Discrimination

“Pluricultural State” implemented by PAQ’UCH (Defensoría Maya, KAJI’E and ASIES):

LLR 1.2.1.4 At a minimum, introduction of two public policies that address the pluricultural vision of the country and/or make evident discrimination against the indigenous populations.

In relation to the introduction of public policies PAQ’UCH the following initiatives have been initiated:

- The coalition started a lobbying process with the political parties that will be represented in Congress in 2004. This effort will be particularly strong in the first months of 2004.
- After an internal workshop to define a lobbying strategy, the reform proposal will be shared with the newly formed “Assembly of the Mayan Peoples.”
- Within this framework the reform proposal will be disseminated through the media. Information will be provided on advances of the strategy and future obstacles that may emerge.
- The alliances and mobilization strategy will play a key role in achieving this result; alliances will be identified through a power mapping process. The coalition will request from other organizations written support to the proposal to be submitted to Congress. In addition to lobbying with Congress, the coalition will define and advocacy strategy for the Executive and Judicial Branches.

In relation to the implementation of the policy related to strengthening the capacity of indigenous representatives in the creation of the Development Councils, PAQ'UCH will:

- Finalize the local, municipal, and departmental assemblies to select the ideal candidates to participate in the Development Councils in the department of Quiché.
- Develop a political agenda for the development Councils through 30 workshops of discussion and negotiation with the objective that at least a 10% of the councils' resolutions (of the target 5 municipalities) have an ethnic focus.

LLR 1.2.1.5 An ongoing public program or project that mobilizes participation of the indigenous populations and addresses the fight against ethnic discrimination.

PAQ'UCH will:

- Provide follow up to the Presidential Commission against Discrimination through the reception and analysis of the Commission's bi-annual reports.
- The coalition will organize meetings to share information and motivate coordination with members of the Commission.
- The coalition, through the Judicial Unit of the Commission, will pursue actions in relation to individual and collective discrimination cases.
- Also, through the Commission, the coalition will promote public policies guaranteeing no discrimination against indigenous peoples.

LLR 1.2.1.6 An institutionalized body of citizens who advocate in favor of public policies and/or institutions that address issues related to discrimination.

PAQ'UCH will:

- Promote and disseminate widely the National Representatives Assembly of the Mayan Peoples (Kemon Tzij) revised document, which was discussed and approved at the first congress.
- In the third phase of the mobilization strategy, through a second mobilization process and working meetings with the Consultative Mayan Commission representatives, select and elect representatives to the Assembly.
- Organize the Second National Congress to install the assembly of representatives. Once installed, the previously elected provisional members will exchange experiences with the new elected permanent ones.
- Specifically, the coalition and the Consultative Commission will foster and strengthen the role of elected members to develop at least three public policy proposals.

- Develop and execute a sustainability strategy for the Assembly.

2. Public Security

“Strengthening Public Security” implemented by IMASP (FADS, ICCPG and Madres Angustiadas):

LLR 1.2.1.7 Civil society organizations will institutionalize a mechanism to monitor the National Civil Police (PNC).

IMASP will:

- Train allied organizations in Mixco, Quetzaltenango, Sololá and Villa Nueva on Civil National Police monitoring criteria. More specifically, training will be provided to the Juntas Locales de Seguridad in Mixco, to Sedesol in Villa Nueva, COINDI and the indigenous municipality in Sololá, and to the USAC and members of the Development Councils in Quetzaltenango.
- Provide training to allied CSOs on procedures and methodologies to monitor the CNP during the first quarter of 2004. Through the workshop, CSOs will strengthen their knowledge of CNP monitoring and will be asked to prepare a report by the end of the project in June 2004.
- Distribute a magazine and an insert in the local newspapers in which themes related to the reformed disciplinary Regulations Manual will be presented.
- Distribute 20000 copies of the Police Rights and Responsibilities Booklet in project selected areas, in addition to conducting a dissemination campaign that highlights the booklet through the local media.
- Provide training workshops to committees in Sololá and Quetzaltenango on the material highlighted in the booklet and its dissemination.
- Target March 2004 for the organization of an International forum on Police and Citizen Participation. International experts, national officials, civil society and other interested parties will be invited to the forum. The purpose of the forum is to share citizen participation experiences on the topic and identify challenges for Guatemala.

LLR 1.2.1.8 Actions that favor the “professionalization” of the National Civil Police, and that ensure improvement of internal control systems has begun.

IMASP will:

- Joined by allied CSOs currently monitoring CNP’s infractions IMASP members will travel to El Salvador. These would intend to strengthen and validate experiences and criteria related to the functioning of CNP’s internal control agencies. This international exchange is scheduled for January 2004. Anticipated activities are interviews with El Salvador CNP’s internal control personnel to understand the functioning of tribunals; a visit to the Ombudsman Office; and interviews with the

- "Universidad Centroamericana's" Public Education Institute which conducts CNP monitoring activities in El Salvador.
- Continue monitoring those CNP infractions that have been characterized as, "serious" and "very serious". The monitoring process will result in reports in which findings and proposals to correct deficiencies will be presented. The monitoring will be conducted based on information provided by the CNP's Professional Responsibility Office. The information, once received, will be processed and the results will be presented to the CNP to influence the appropriate changes.

"Crime Prevention" implemented by APREDE (ICCPG, CALDH, FADS and AMPEGUA) and CEJUPREDE (FUNDAJU-SODEJU, GESA and ANJG):

LLR 1.2.1.9 Programs and campaigns to prevent delinquency in selected areas (at least one urban and one rural) are implemented in coordination with the related authorities.

APREDE will:

- Facilitate an exhibition of photographs taken by Donna de Cesare, an internationally recognized photographer who for many years has documented the life of gangs. . Photographs which Donna took on assignment for this project are being selected and the exhibition is slated for February 2004. The event will coincide with a regional conference on crime prevention, which will also be organized by APREDE.
- Initiate an aggressive media campaign prior to the exhibition to attract and guarantee the presence of private sector, government officials, international donors, and members civil society groups. The exhibition is part of a greater effort by the CSP to draw attention to positive to the gang issue and ensure it remains squarely on the public agenda
- Conduct a Central America-wide conference with CSOs currently working on crime prevention programs and social reinsertion of gang's youth members in the region. The purpose of the conference will be to share experiences from other groups working in the region and to promote collaboration with CSOs conducting similar efforts in the region. It is crucial APREDE build relationships with organizations spearheading similar efforts in the region to improve prospects for funding for countries in the region suffering as a result of increased gang activity.
- Continue to develop job opportunities for delinquent youth wishing to bring about change in their lives. APREDE is pursuing alliances with the private sector to create job opportunities and to increase the numbers of these opportunities.
- Pursue further readying a house offered by the Secretaría de Bienestar Social as a rehabilitation site for youth in the process of social reinsertion. From this site, APREDE will develop a plan for youth's free time, including providing psychological treatment, training and recreational activities. To ensure these efforts are sustainable, APREDE will be required to sign a solid, long term agreement with the government that will go beyond the current administration.. This 'attention center' will guarantee monitoring of youth's behavior and transformation.

- Ensure that each Local Prevention Committee (created under each school board in each one of the three municipalities Colomba, Petapa, and Villa Nueva where APREDE is currently working), will count a prevention activities plan. APREDE will provide follow up to the plans and will promote consolidating these structures through the execution of working plans and the systematization of monthly working meetings. APREDE will continue promoting specific prevention activities in each one of the selected areas in coordination with local actors.
- Continue the systematization process initiated in June 2002. This process aims to identify methodological criteria to promote crime prevention programs with youth at risk. The final product of this effort will be a document identifying key methodological criteria developed by APREDE in the different phases of the project. The document is slated to be presented in May 2004.
Once APREDE and USAID/CSP finalize a revision of the strategy, it will take into account some experiences observed in Brazil, which will enrich objectives considerably.

CEJUPREDE will:

- Pursue an average of eight civic education and mobilization activities in the two selected areas of the project.
- Publish the second edition of the delinquency prevention education booklets. The booklets will be distributed by members of CJUPREDE's coalition in the selected areas.
- Conduct cultural activities including street theater in designated areas and times with high volumes of traffic.
- Develop information kiosks, murals, painting contests, and radio campaigns in which CJUPREDE's radio spots will be broadcast. Three radio spots will be broadcast before April.
- The radio campaign will be supported by dissemination of five comic strips that will be negotiated with the press to ensure national coverage.
- Organize a soccer tournament in El Amparo and conduct two sports activities and two cultural activities in each selected community.

LLR 1.2.1.10 Delinquency is reduced in selected areas and police respond effectively to citizens' security needs in selected areas.

APREDE will:

- Conduct a third survey (May 2004) on perceptions regarding delinquency prevention interventions in designated high prevalence areas. As in 2003, APREDE will contract a private firm to conduct the study. This will guarantee that by June, APREDE will be ready to present the results of the study.
- Monitor and evaluate police mobilization efforts in selected communities based on proposals that were lobbied for with the CNP. In order to influence police

- mobilization in selected areas, APREDE will pursue an advocacy initiative with national and local police authorities.
- To conduct monitoring of police mobilization, APREDE will request the support of Prevention Councils and the School Committees.

CJUPREDE, on the other hand will:

- During the first semester, develop an advocacy strategy to pursue police mobilization in Nebaj. Almost all the mobilization proposals presented in El Amparo in 2003 were accepted; therefore efforts will be stepped up in Nebaj to ensure similar results.
- Continue the permanent monitoring of delinquency prevention interventions in the selected areas. A report showing a reduction or increase in the occurrence of delinquent acts in the selected areas will be presented in May 2004.

3. Transparency/Anti-Corruption

“Strengthening Controlling Entities” implemented by Alianza por la Transparencia (Cámara de Comercio, AC and CIEN):

LLR 1.2.1.11 Election of officers and key authorities of controlling agencies (Órganos de Control) is handled in a transparent manner.

- Activities to achieve this result were successfully accomplished in 2002.

LLR 1.2.1.12 Selected controlling agencies (Órganos de Control) show progress in promoting transparency and fighting corruption.

General Comptroller’s Office (CGN)

- Currently CPT, through CIEN, is conducting an assessment of the Nation’s General Controller legal framework to propose citizen monitoring instruments that are expected to be adopted by CGN and civil society as part of the CGN’s legal framework. The final assessment and the proposal will be presented in the first quarter of 2004.

In addition CPT will:

- Conduct public presentations of the proposal including two training workshops with CGN personnel.
- Conduct a periodic monitoring of CGN’s compliance with recommendations presented by the coalition.
- Disseminate two reports with information obtained from periodic monitoring. CPT advocacy efforts will focus on ensuring that at least one of the three

instruments that will be developed to ensure citizen's participation in CGN's work is operational.

General Attorney's Office

- The MP has welcomed the Anticorruption Manual. CPT through Acción Ciudadana will prepare terms of reference to hire a consultant to develop an Anticorruption Manual for the use of Justice Operators and civil society. The manual will provide handy information to justice operators and will facilitate civil society advocacy actions related to transparency issues. The design of the manual, its validation, publication and public dissemination will be conducted during the first semester of 2004.
- In the last quarter of 2003, CPT saw improvements in negotiations with the Public Ministry to provide support to the reengineering process. CPT will contract a consultant to do an assessment and recommendation for the "Fiscalía Anti Corrupción" to develop a complementary proposal. The results of the proposal will be presented to the Public Ministry. CPT will publicly disseminate the proposal and will monitor MP's compliance with specific recommendations of the proposal.
- CPT will continue the advocacy campaign related to the anticorruption law. The new initiative—with the support of the Justice Commission— will be presented to Congress for approval, and to civil society and the press at a public forum. CPT will continue advocacy and negotiation actions to get its approval.

LLR 1.2.1.13 A consolidated and stable body of civil society, private sector and the media monitors and strengthens the effective operation of the state controlling agencies.

CPT will:

- Conduct an internal workshop to clarify coalition concepts about transparency and define a sustainability strategy.
- Continue strengthening relations with donors and other potential alliances in light of a sustainability strategy.
- Strengthen the media strategy and develop two new inserts to be included in local newspapers on issues of CPT's concern
- Conduct three workshops around the publication of the inserts on issues related to CPT's transparency agenda.

“Access to Information” implemented by Acción Ciudadana and the Observatorio Ciudadano:

LLR 1.2.1.14 Civil society organizations systematically monitor citizens' right to access public information.

The Observatorio Ciudadano will:

- Provide follow up to cases in which information has been denied to citizens.
- Finalize negotiation of a strategic alliance with the Ombudsman Office to follow up denials of information that will be presented to the Observatorio Ciudadano.
- Disseminate publicly denial actions conducted by government institutions.

LLR 1.2.1.15 Pilot programs are systematized and evaluated based upon the use of instruments developed to access public information.

The Observatorio Ciudadano will:

- Disseminate systematization of three pilot programs through the presentation of publications, public fora, media coverage and the development of a web site. The three pilot programs are State Contracting, Public Expenditures, and Electoral Campaigns Expending.

LLR 1.2.1.16 Legal proposal for access to information has been lobbied and negotiated.

The Observatorio Ciudadano will:

- Continue advocacy efforts to obtain approval of the Access to Information Law.
- Lobby on behalf of the legal proposal with key stakeholders and negotiate modifications with public officers as deemed necessary.
- Develop a media and civic education campaign to promote the approval of the Access to Information Law and raise awareness on the issue and legislation. The campaign will include an information strategy, and a workshop to train government officials on the importance of the new law.

4. Congressional Strengthening

LLR 1.2.1.17 Successful practices and transparent procedures aimed at strengthening Congress' legislative and monitoring functions are in place.

Acción Ciudadana (AC) will:

- Submit the results of the assessment on the legislative procedures of the current sitting Congress. This assessment, which identifies issues affecting Congress with regards to the legislation and monitoring functions, will be presented to the soon to

- be elected Congressional Board of Directors and to the Political Parties' Secretaries, as well as to the Parties' Regional Secretaries.
- Promote meetings with Congressional representatives and CSOs to analyze the new practices and negotiate the institutionalization of these practices. Bi-annual evaluations of this process will be conducted. The results of the evaluations will be published and disseminated through the national media.
 - Promote awareness related to women and indigenous issues, so that these are prominent in the new legislative agenda. Meetings between Congress representatives and CSOs will also be promoted.

In addition, through an amendment that includes additional funding and that is currently in the process of being approved by CSP and USAID, Acción Ciudadana will be expected to:

- Design a political negotiation module to train Congress representatives. The module will be a product resulting from the lessons learned of the application of the monitoring pilot cases conducted in the previous phase.
- Train 50 newly elected Congress representatives and 40 advisors on Congress responsibilities, work and best practices.
- Through the training, improve the political management capabilities of 60 Congress representatives that are expected to become officers for the different Congress Commissions.

LLR 1.2.1.18 A coordinated and sustainable body of civil society members that possesses institutionalized capabilities to strengthen Congress is operating.

Acción Ciudadana (AC) will:

- Develop two training sessions on: "Integration of 2004-2008 Legislature" and "New Parliamentary Practices," with CSOs at districts in Chimaltenango and Alta Verapaz. The training is expected to be replicated by CSOs with their own allied CSOs.
- Negotiate, plan, evaluate, validate, systematize and publish the new pilot monitoring and legislation cases.
- Ensure departmental CSOs are prepared to disseminate the results of the assessment related to current legislative practices and the new model in the areas of project implementation CSOs are expected to communicate the information to their constituencies.

With the additional funding, AC is expected to:

- Strengthen the coalition with the addition of two new CSO coalitions in Alta Verapaz and Chimaltenango. AC will replicate the legislative journalism experience by holding a new diploma course on "Civic Education and Political Management for Civil Society Organizations"

LLR 1.2.1.19 Mechanisms to improve the selection of Congressional representatives by political parties are implemented.

Acción Ciudadana (AC) will:

- Verify whether the basic candidate profile for district Congressional representatives was an instrument applied by Political Parties.
- Provide training to newly elected Congressional representatives with the support of new funding.
- Systematize the elected candidates' resumes to show compliance with this result.

Acción Ciudadana (AC) will:

- Elect a Board of Directors that will be responsible for fund raising.
- Continue with the revision and update of a project portfolio to obtain funding.
- Promote projects with a specific legislative agenda.
- Implement a services/products-marketing plan to develop new funding through legislative information services, and technical assistance contracts.

5. Additional Transparency Activities

LLR 1.2.1.21 Mechanisms to monitor Public Spending are available

CIEN will:

- Conclude the delivery of assessment reports related to the School Feeding Program, Departmental Development Councils Public Works Spending, Bonos Paz, and the Pesticides Management Program to key stakeholders.

LLR 1.2.1.22 Key stakeholders count with more information to express opinions and make decisions on budgetary aspects.

CIEN will:

- Finalize analysis and provide follow up to the 2003 budget execution and attend to requests for information related to the soon to be approved 2004 budget.

LLR 1.2.1.23 Internet site to promote transparency of the public construction bidding process has been designed and is operating.

Cámara Guatemalteca de la Construcción will:

- Continue supplying the web site with information related to the awarding process and progress of the works.

- Develop a national and international promotional campaign of www.simop.info
- Monitor 2004 bids and awards
- Develop access to information agreements with public institutions and private groups.
- Monitor citizens satisfaction of finalized public works

LLR 1.2.1.23 Civil Society Organizations, the private sector and the media utilize the web site as a tool for advocacy and social auditing

Cámara Guatemalteca de la Construcción will:

- Add new subscribers to simop.info
- Promote use of the information available at the web by CSOs and the media with social auditing purposes.
- Provide training to new users of the web site

B. Strategy to Achieve Results in 2004

USAID/CSP will continue focusing on providing support to CSOs to ensure achievement of their expected results. USAID/CSP will continue to:

- **Monitor and Evaluate CSOs:** USAID/CSP will monitor all projects closely during 2004 and will continue to hold monthly monitoring meetings with each coalition. CSOs will know, in advance, the scheduled meetings for the year and the key coalitions staff responsible for project implementation will continue to be expected to attend the monthly meetings. The meetings will allow USAID/CSP to monitor project progress as stated in the respective M&E plans. Monthly meetings are critical in identifying important aspects of project implementation that need to be addressed by CSOs and the USAID/CSP Technical Team in order to ensure the achievement of results. These meetings are key to discussing unexpected challenges or changes in the political environment that may force CSOs to revise their plans and strategies and identify obstacles. In addition, the monthly meetings will help the Program and the coalitions to identify specific TA&T needs that must be addressed to achieve CSOs' expected results. Although it is not expected that much TA&T will be provided in 2004.
- **Attend CSO Activities:** In addition to the monthly monitoring meetings, USAID/CSP will attend CSOs' activities as much as possible.
- **Provide Technical Assistance and Training (TA&T):** USAID/CSP will provide TA&T, as necessary, to strengthen the capacity of CSOs in achieving results. TA&T is expected to improve the chances of CSOs in achieving the expected results; the activities related to TA&T will be discussed below under Intermediate Sub-Result 1.2.2.
- **Political Analysis:** USAID/CSP will support the project post electoral phase by promoting three political analysis meetings with Guatemalan analysts and experts to enhance the understanding of the country's political environment as it affects the

coalitions' projects. The political analysts will be selected based on the understanding and knowledge of the issues at hand at specific moments during the year.

- **Provide Quick Response Funds (QRFs):** USAID/CSP expects to authorize approximately three QRFs in 2004. All approved QRFs must be in line with the results expected by USAID/CSP and also with the efforts being pursued by the existing coalitions. QRFs not meeting this requirement will not be approved, unless USAID/Guatemala and the USAID/CSP Technical Team consider their approval significant in strengthening democracy in Guatemala.
- **The 2004 Post-Electoral Process:** USAID/CSP requested that all coalitions consider activities to be implemented during the post-electoral period in their proposals and POAs. In most cases, such activities have been reflected under the LLR's above. This is a key period for many of the coalitions requiring political will to move their agendas further and meet expected results. USAID/CSP will be asking coalitions to strengthen their advocacy proposals during this period. This will be done with PAQ'UCH with regard to judicial reform, and the ratification of the Commission against Discrimination and Racism during the next administration; the case of the Observatorio Ciudadano with regard to approving the Access to Information Law, and the case of the Coalition for Transparency with regard to Anti Corruption Reforms and the Transparency Agenda.

III. ISR 1.2.2 Select CSOs' organizational and technical skills improved

In 2004 TA&T will focus on improving the skills of partner CSOs to increase the likelihood of their achieving the expected results and as a way to strengthen CSOs and enhance their sustainability beyond USAID/CSP. TA&T will be the main mechanism used to achieve this Intermediate Sub-Result. While improving CSOs' organizational and technical skills, USAID/CSP will also contribute to achieving Intermediate Sub-Result 1.2.1.

LLR 1.2.2.1 Better understanding of coalitions' teams and selected CSO key personnel in relation to the projects' programmatic areas.

For almost every project, USAID/CSP has provided funding to invite international or local experts to strengthen their capability. In some cases, the funding was already included in the approved projects; in other cases, additional funding could be provided if consider appropriate to strengthen the coalitions sustainability beyond CSP's life. Depending upon the circumstances, the organizations are responsible for arranging such TA&T and, at times, USAID/CSP is willing to make the arrangements, as in the case of the CPT, IMASP and PAQ'UCH consultants who came to support the coalitions work in 2003.

USAID/CSP will conduct a one-day discussion workshop per programmatic area for those organizations that need to discuss ideas, methodologies, and clarify concepts related to their programmatic areas. Based on the results of the programmatic knowledge tests conducted in 2003, the coalitions that will receive this refreshing assistance are Observatorio Ciudadano, CJUPREDE, Coalición por la Transparencia, and IMASP. The one day discussion workshops

will have no relevant cost because it will be conducted by the staff with the assistance of national experts that will share their expertise with the selected coalitions.

International exchanges will be available to coalitions to contribute to the achievement of results under this LLR. As QRFs, international exchanges will be approved based on the demand for these opportunities and/or as requested by USAID/CSP based on coalition needs. Priority will be given to those exchanges aimed at strengthening coalition members understanding of their programmatic areas and improving chances for sustainability.

USAID/CSP will conduct three **political analysis events**. Starting in January 2004, CSP/USAID will conduct the first political analysis meeting to discuss issues related to the new administration, composition of the new executive team, agenda of the new administration, and new opportunities for civil society. Two consecutive political analyses will follow focusing on the first 60 days of the new government; and the first 100 days, focusing on the opportunities and threats presented at those specific periods. These meetings will strengthen the political analysis capabilities of the coalitions and will allow them to define more effective strategies in the post-electoral context.

LLR 1.2.2.2 Increased technical capacity of coalitions' teams and selected CSOs' key personnel in critical areas for achieving project results.

USAID/CSP considers that all the coalitions will benefit from additional training on media, , negotiation skills (which is considered a weakness among some of the coalition's teams), and civic education. USAID/CSP will design three workshops on these aspects in order to strengthen the coalitions' existing strategies. A description of the training workshops follows:

- **Technical Assistance for the development of eight Radio and eight TV spots:** Technical assistance will be offered to coalitions following a two-day media training that will be offered in December 2003. TA will focus on supporting production, validation, and dissemination of one radio spot and one TV spot per coalition. A consultant will be contracted to provide this support with the assistance of USAID/CSP media specialist.
- **Specialized training for Spokespersons:** USAID/CSP will design a two-day training to polish spokespersons capabilities in communicating with the media. The training will be offered to two people per coalition and will focus on "Quality, Capabilities and Functions of Spokespersons". This training will be conducted in January providing the final tool offered to coalitions by USAID/CSP.
- **Media spots Contest:** All coalitions are to be given guidelines for the spots contest at the December two-day training. The purpose of the contest is to bring stamina to the development of the coalition spots and to motivate the involvement of radio, TV and/or cable channels in supporting the issues currently being pursued by the coalitions. The task for the coalitions will be involving media partners in donating free broadcasting time to support the coalitions' efforts. In April, USAID/CSP will announce the results of a contest and will invite those media owners that contributed with aired time. Five prize categories will be awarded at that event ceremony: Best Radio Spot, Best TV Spot, Most Broadcasted Radio Spot, Most broadcasted TV spot, and More Supportive Media

Partner. USAID/CSP will give plaques to the winners. Media partners, USAID officials and other donors will be invited to come to the award ceremony where the 16 spots will be presented.

- **Media Reference Group:** Will continue meeting monthly until April to monitor and adjust media strategies.
- **Negotiation Skills Workshop:** USAID will sponsor a three-day workshop on negotiation skills. USAID/CSP will hire an international consultant to provide the training and will offer new tools to coalitions to negotiate their agendas with government officials. Slated for the end of January, this is considered a key training session in supporting coalitions in achieving expected results.
- **Civic Education Planning and Materials Development two-day workshop:** This will be the last workshop offered by USAID/CSP and will be held in February. The purpose of the workshop is to do education planning and prepare didactic materials to conduct civic education activities on the issues pursued by the projects. USAID/CSP staff, with the support of popular education experts, will be responsible for conducting this workshop.

LLR 1.2.2.3 Increased management capacity of projects' coalitions teams and of select CSOs' key personnel in critical areas for achieving project results.

- **TA in planning:** USAID/CSP staff will continue to provide TA in planning. CSOs will be asked to update their operational plans as deemed necessary by the CSP.
- **Sustainability TA:** Attention will be given to coalitions in developing sustainability strategies. CSP's staff will work closely with the projects to ensure continuity beyond USAID/CSP. The TA could vary as in the case of APREDE where USAID/CSP's program officer will work closely with APREDE's to develop private sector support. In the case of the Congressional Strengthening Project, USAID/CSP will provide assistance to help initiate new and productive working relations with the new Congress in order to support positioning within the new administration and therefore attract potential donors. Due to project specific characteristics, and USAID/CSP time constraints, TA for project sustainability will be offered only to those with potential to move forward beyond USAID/CSP. In spite of this, monitoring meetings in 2004 will include discussions regarding sustainability. In addition, CAII-Washington is committed to helping some of the local coalitions foster the development of local and international partners to ensure their sustainability after the project ends. CAII will determine the feasibility of fostering new private sector sponsorships for the coalitions with international organizations. Based on the results of the February APREDE exhibition of photographs, CAII will explore a similar exhibition of the photographs in Washington in May.

LLR 1.2.2.4 Strengthening of the administrative and financial capacity of the six CSOs responsible for the projects' financial implementation.

USAID/CSP will continue providing support on administrative and financial issues in order to improve presentation of documentation and to improve the capacity of the six CSOs responsible for the financial operations of the eight coalitions.

- **TA on USAID/CSP Administrative and Financial Procedures:** USAID/CSP F&A Coordinator will continue offering technical assistance on administrative and financial procedures. This TA focuses on continuing to strengthen the coalitions' understanding of USAID/CSP procedures and to enhance the reporting mechanisms and transparency of the projects. In 2004, the F&A team will play a more proactive role in supporting the coalitions on meeting spending and counterpart expectations. The F&A team will make periodic visits to CSOs responsible for funds management.
- **TA to Equip CSOs with an Integrated Administrative/Financial System:** As explained in the 2003 action plan, USAID/CSP had envisioned contracting the services of a professional specialized firm to provide TA to the six CSOs responsible for the financial operations of the eight coalitions. The TA was expected to focus on integrating the accounting, budget development, budget control, acquisitions, inventory, per diem, and salaries systems. Although this training is important, USAID/CSP agreed with USAID that this training was expensive, and believed that it did not guarantee that the six organizations will agree and be able to integrate the above systems effectively during the life of the project. USAID/CSP considered that incurring considerable expenses for just six of the organizations was not feasible as initially envisioned. It also concluded this would have no real impact in achieving the results of the coalitions, at least, during the life of the projects. Based on this, USAID/CSP asks USAID to modify the indicator related to an integrated administrative/Financial system under this LLR.

IV. ISR 1.2.3 Links among CSOs working at the national, departmental and local levels developed and consolidated

LLR 1.2.3.1 Project implementation is a result of national, departmental, and local linkages among participating CSOs.

The proposal evaluation process was critical to assessing the importance given to CSOs in discussing, coordinating and working together on key issues under each programmatic area at the national, departmental and local levels. USAID/CSP ensured that these aspects were addressed in each proposal. USAID/CSP has encouraged the development of extended alliances during project implementation.

Training and discussions on alliances will be included in civic education, media and negotiation skills workshops. USAID/CSP is monitoring the new alliances the CSOs are making by way of the coalitions' quarterly reports. No specific activities will be implemented under this LLR since efforts to achieve this LLR are included in each coalition project.

LLR 1.2.3.2 Project implementation considers the points of view and concerns of women's groups and indigenous organizations.

Based on the results of the last results achievement analysis, it was perceived that coalitions did not meet the expected results related to including the concerns of indigenous organizations. In order to correct this, USAID/CSP will follow two approaches:

- **Summarize project achievements:** Request each coalition prepare a document stating how their projects have addressed this issue and how are they planning to address it during the remainder of project implementation. CSP will revise the documents and make plans to support those coalitions that had not addressed the issue as expected.
- **Monthly Monitoring Meetings:** As of December 2003, the gender and pluriculturality focus will be a specific point of discussion during the monthly monitoring meetings to ensure compliance with this result by June 2004.

V. Monitoring and Evaluation

USAID/CSP Gestión Solución Desarrollo (GSD) will conduct the annual and final evaluation of the Program. GSD will evaluate USAID/CSP performance during the year, review indicators and target achievements and prepare a final report with recommendations for USAID.

USAID/CSP will start final evaluation of CSP by the last week of June, before coalitions projects end. By August 20th, and once the coalitions final reports have been processed, GSD will submit its final monitoring and evaluation report.

VI. Reports

A. Financial Reports

Financial reports will continue to be submitted monthly to USAID/Guatemala.

B. Quarterly Reports

Quarterly performance reports will be submitted to USAID/Guatemala in January, April, and July, a final report will be submitted by the third week of August 2004. The reports will provide information and analyses on all project activities implemented during the quarter.

C. The Monitoring and Evaluation Report

The target performance report for 2003-2004 will be submitted to USAID/Guatemala by August 2004.

VII. Close Out Strategy

USAID/CSP will initiate close-out operations in January. As stated earlier, close attention will be given to compliance with expected results, to monitor projects' spending and to ensure

compliance with counterpart contributions commitments. As of January, funding will be withheld from those coalitions that are behind in responding to issues questioned in previous vouchers.

Coalitions' projects implementation will end on June 30th; all coalitions are expected to present final financial and technical reports by July 31th.

CAII/Washington continues to effectively monitor and backstop the project from Washington. In February, the Project Director will travel to Guatemala to review projects plans complete the work with coalitions in June and close out the project by the August deadline. In July, the Project Backstop officer will travel to Guatemala to assist field staff in reviewing and addressing compliance with coalition grant and documentation requirements. CAII will cost share these two visits with the USAID Human Rights and Reconciliation Project. At near the end of the project, a CAII/Washington Government Compliance Specialist will travel to Guatemala to assist with project closeout requirements.

All local staff will work until the last day of the project as all will be directly involve in closing grants and programs, implementing logistic related activities and writing final reports.

All equipment purchased under the project will be returned to USAID or will be donated to any recipient USAID decides upon. All equipment will be delivered to recipients during the last week of the Project.

VIII. Annexes

A. The 2004 Budget

B. The 2001-2004 Revised Budget Pipeline

C. Calendar of Activities